

The Brookings Institution



1775 MASSACHUSETTS AVENUE N.W. / WASHINGTON D.C. 20036 / CABLES: BROOKINST / TELEPHONE: 202 HUDSON 3-8919

*Advanced Study Program*

25X1A

October 29, 1970

To: Miss [REDACTED]  
Central Intelligence Agency

From: John A. Larson, Senior Staff Member

SUBJECT: Nominations Accepted - Conferences on Business Operations

We are pleased to notify you of the acceptance of your nominee(s) for three Brookings Conferences for Federal Executives on Business Operations - October 25-30, 1970, in New York City (for which notifications have already been sent); January 24-29, 1971, in San Francisco; and May 16-21, 1971, in Chicago.

Two other planned conferences in this series (December 6-11, 1970, in Atlanta/Greensboro/Winston-Salem, and April 25-30, 1971, in Pittsburgh) will not be held.

After the conference is over, your department or agency will be billed \$450 for each participant. This fee covers tuition, reading materials, most meals during the week, and local transportation to and from company offices visited. Not included are travel to and from conference city, hotel room charges, personal items, and evening meals when a speaker is not scheduled. (Single room rates, plus tax, will be \$23 in New York City; \$21 in San Francisco; and \$17 in Chicago.) Our acceptance letters to participants suggest they make necessary arrangements for per diem, including actual expenses where such authorization is appropriate.

Brookings incurs expenses in connection with each accepted nominee, and we would appreciate as much notice as possible regarding cancellations or approved substitutions. A cancellation fee may be assessed for persons withdrawing less than two weeks before a conference opens, though an acceptable substitute may be submitted except for the last week before the program begins.

Details about each conference are being sent to each participant. If you wish more information, or have changes to submit, please call or write me at (202) 463-8919, extension 232.

Enclosure

The Brookings Institution



1775 MASSACHUSETTS AVENUE N.W. / WASHINGTON D.C. 20036 / CABLES: BROOKINST / TELEPHONE: 202 HUDSON 3-8919


*Advanced Study Program*

October 29, 1970

AGENCY / DEPARTMENT: CENTRAL INTELLIGENCE AGENCY

25X1A

To: [REDACTED]  
Registrar, Office of Training  
Central Intelligence Agency  
Washington, D. C. 20505

From: John A. Larson, Senior Staff Member 

SUBJECT: NOMINATIONS ACCEPTED - CONFERENCES  
ON BUSINESS OPERATIONS

October 25-30, 1970 \*

January 24-29, 1971

May 16-21, 1971

25X1A

[REDACTED]

\* Notifications already sent.

Additional Comments

Please note that planned conferences for December 6-11, 1970, and for April 25-30, 1971, will not be held.

25X1A

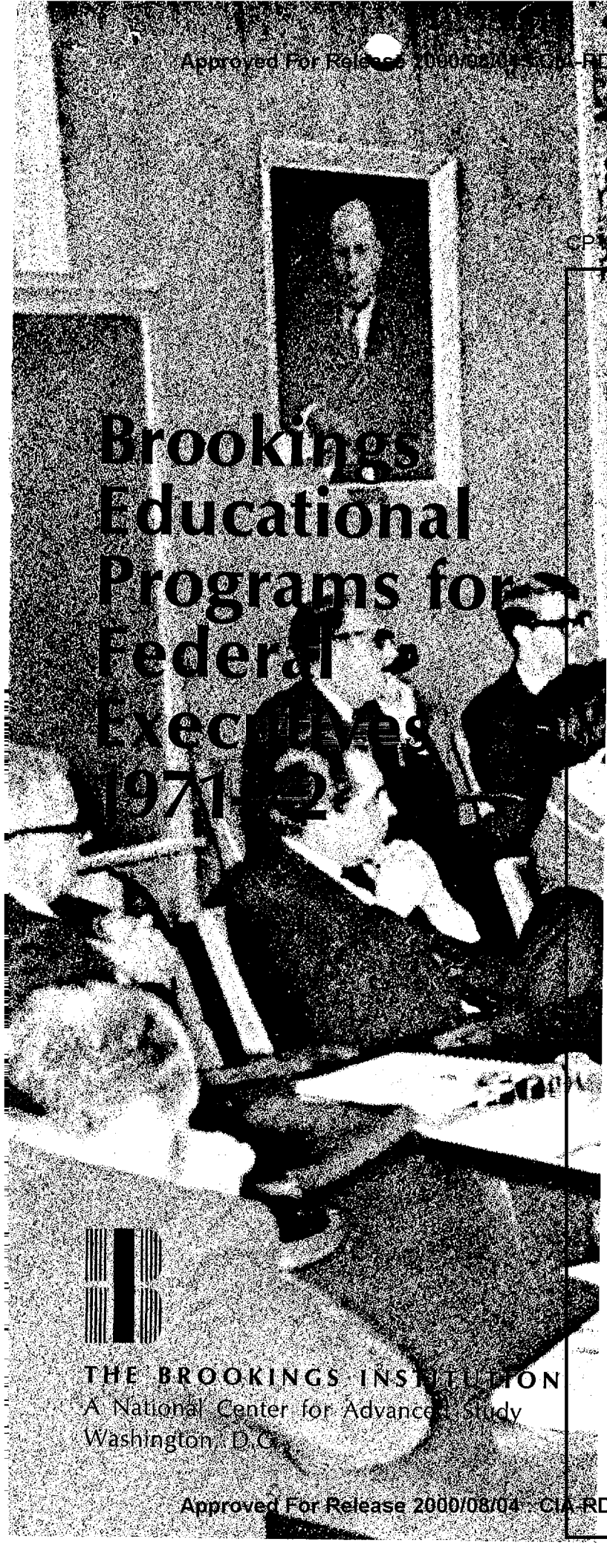
I am sorry that [REDACTED] could not be accommodated at a time to fit his schedule.

For additional information, cancellations and substitutions, please contact John A. Larson, telephone (202) 483-8919, extension 232.

25X1A

Copy: [REDACTED]

COPYRIGHT



# Brookings Educational Programs for Federal Executives 1971-2

## **Conferences**

*for management and  
program executives*

## **Conferences**

*on business operations*

## **Conferences**

*for science executives*

## **Joint Conferences**

*for specialists from  
business and government*

## **Seminars**

*on business and public policy*

## **Seminars**

*on selected public policy issues*

## **Fellowships**

*for federal executives*

*new dimensions  
in executive education . . .*

to give government leaders a heightened awareness  
of the national and international environment in  
which public policy issues are defined and resolved



**THE BROOKINGS INSTITUTION**  
A National Center for Advanced Study  
Washington, D.C.

# Brookings Programs for Federal Executives

## Conferences for Management and Program Executives

The Brookings Institution's educational programs for government executives are undertaken in cooperation with federal departments and agencies, academic organizations, state and local governments, and business firms. These activities are conducted by the Institution's Advanced Study Program, directed by James M. Mitchell.

The Advanced Study Program is a unique educational organization devoted to leadership education in both the public and private sectors of society. Its origins date back to 1954 when Brookings empaneled a distinguished group of educators and government officials to determine how it might provide opportunities for top-level career personnel in the federal government to explore public policy issues with individuals possessing special kinds of expertise. From 1957 to 1959, before the passage of federal legislation enabling such formal education and training, a series of experimental conferences were conducted in Williamsburg, Virginia, with Ford Foundation financing. Following the successful completion of these efforts, a formal educational division was established by the Institution which was first named the "Conference Program on Public Affairs" and retitled the "Advanced Study Program" in 1961. Since 1961, the Advanced Study Program's activities have been expanded to include programs for members of Congress and their staffs, leaders from business, labor, the professions, and state and local governments.

Programs for federal executives serve different purposes, groups, and needs. Some focus attention on basic political, economic, and social issues. Others provide neutral forums where government and business leaders can meet to explore problems and trends in key areas of public policy. The programs which the Institution offers for 1971-72 are a continuation of these unique efforts in executive education.

**Requests for information and nomination forms** should be addressed to:

**James M. Mitchell** Director  
Advanced Study Program  
The Brookings Institution  
1775 Massachusetts Avenue, N.W.  
Washington, D. C. 20036  
Telephone 202: 483-8919

Six two-week conferences for senior government management and program executives will be conducted during 1971-72. Five conferences will be conducted in Williamsburg or Virginia Beach, Virginia; one will be held in the Denver/Colorado Springs area. They will provide opportunities for stimulating study, analysis and discussion of major issues in public policy. Emphasis will be on the fundamental political, social, and economic factors that affect these issues and their resolution.

Each participant group will comprise individuals who occupy positions of leadership in their respective governmental organizations. Participants will be encouraged to share and critically examine their ideas and experiences on the subjects under examination. Resource leaders from leading academic institutions, government, and various elements in the private sector of society will serve principally as catalysts for each participant group, providing essential information, opening important issues and advancing new perspectives. Seminars will be informal and off the record in order to maximize the interchange of information and ideas. Conferences will be held on the following dates:

**October 3-15, 1971**  
**November 7-19, 1971**  
**January 2-14, 1972**  
**February 6-18, 1972**  
**April 9-21, 1972**  
**May 7-19, 1972 (Colorado)**

The conference fee is \$800 and covers tuition, reading materials, and related educational costs. Excluded are American Plan hotel costs and travel to and from the conference location. Nominees should be in grades GS-15 to GS-18, or of equivalent rank in the military services.

### **SAMPLE PROGRAM: Management and Program Executive Conference**

January 3-15, 1971  
(Partial Listing)

**Government in a Free Society**  
Harold W. Chase  
University of Minnesota

**Congress in the 70s**  
D. B. Hardeman  
Trinity College

**Geography of the United States  
in the Year 2000**  
Brian J. L. Berry  
University of Chicago

**Executive-Legislative Relations**  
Ralph K. Huit  
National Association of State  
Universities and Land Grant Colleges

**Systems Analysis for Management  
and Policy-Making in National  
and State Government**  
Allen Schick  
The Brookings Institution

**The Future of State and  
Local Government**  
Morris W. H. Collins, Jr.  
University of Georgia

**Drug Abuse in American Society:  
Implications for Public Policy**  
Edward Lewis, M.D.  
Department of Justice  
Richard Phillipson, M.D.  
National Institute of Mental Health

**The Majority in American Politics**  
Richard M. Scammon  
Governmental Affairs Institute

**Civil Rights: Status Today, and the  
Prospects for the 70s**  
Stephen Horn  
Long Beach State College

**Economics of the Environment**  
Charles K. Wilber  
The American University

**Appalachia—Experimentation in  
Economic and Social Development**  
Ralph R. Widner  
Appalachian Regional Commission

**The Environmental Crisis**  
William E. Cooper  
Michigan State University

**Germany as a Partner to the  
Transatlantic Dialogue**  
Helmut Middelmann  
The German Embassy

**U.S. Policy in the Middle East**  
Richard H. Nolte  
Institute of Current World Affairs

**Government and the Press**  
Saville Davis  
Christian Science Monitor

**U.S. Interests in Asia**  
Robert W. Barnett  
The Asia Society  
Warren S. Hunsberger  
The American University

**Labor and Public Policy**  
Gus Tyler  
International Ladies' Garment  
Workers' Union

## Conferences on Business Operations

One-week conferences are held for senior government executives in cities in which the national headquarters of major U.S. corporations are located. Each conference, through first-hand exposure to principal areas of business activity, sharpens the sensitivity of participants to the operations and problems of key corporations, and to the responsibilities and motivations of corporate executives.

Each program includes sessions with officers of nine or ten leading corporations, usually with the chief executive officer and several senior executives. Dinner sessions with businessmen or thoughtful observers of American business are generally a part of each program. Readings are sent in advance, but the heart of the educational process is informal and frank discussion, without attribution or publicity. The dates and locations of the five conferences planned for 1971-72 are as follows:

**October 31-November 5, 1971**  
*Pittsburgh*

**December 5-10, 1971**  
*Atlanta/Greensboro/Winston-Salem*  
(part of week in each city)

**January 16-21, 1972**  
*Los Angeles*

**March 5-10, 1972**  
*New York City*

**April 16-21, 1972**  
*Chicago*

The conference fee is \$450, and covers tuition, reading materials, group meals and related educational costs, excluding lodging and travel to and from the conference city. Nominees should be in grades GS-15 to GS-18, or of equivalent rank in the military services.

### SAMPLE PROGRAM:

#### Conference on Business Operations

*New York City, October 25-30, 1970*

#### Equitable Life Assurance Society

Life insurance, national health insurance, and capital markets  
President Smith, Chairman Sommers, and officers of the company

#### Chemical Bank

Banking in metropolitan, national, and multinational economies  
Chairman Renchard and officers of the bank

#### Standard Oil Company (New Jersey)

Multinational energy company—management, social responsibilities, public policy  
President Brisco and officers of the company

#### Richard Clarke Associates

Minority employment and opportunities  
President Clarke

#### Kennecott Copper Corporation

Management problems in extractive industry  
Vice President Dwyer

#### Metromedia, Inc.

Broadcasting, communications, and regulation  
Chairman Kluge and other officers of the company

#### Philip Morris Incorporated

Diversifying a multinational company  
President Weissman and other officers of the company

#### American Telephone and Telegraph

Operations, performance, human problems, finance, and regulation  
Vice Chairman de Butts and other officers of the company

#### McGraw-Hill, Inc.

Knowledge, the educational community, cities, and business press view of the Seventies  
President Fisher and executives of the company and affiliates

#### Pfizer Inc.

The pharmaceutical industry and the company's role  
Presidents and officers of company and affiliates

#### IBM Corporation

Organization and management personnel, planning, management information, and multinational business  
President Learson and officers of the company

## Conferences for Science Executives

Three six-day conferences for senior scientists, administrators of science programs, and engineering executives will be conducted in Williamsburg, Virginia, during 1971-72. These conferences will consider broad questions of the relationships of science and technology to public policy.

Each participant group is comprised of senior science executives, including the biological, engineering, mathematical, medical, physical and social sciences, from both government and business. The meetings provide an opportunity for these executives to meet in an educational setting—free of operational stresses—to reflect on and discuss national science policy and American society. Nationally prominent academicians and leaders from public and private life serve as speakers and resource persons. Each session is off the record and encourages an exchange of ideas drawing on participant knowledge and experience, analysis of background readings, and views of the speaker. Conferences will be held on the following dates:

**September 19-24, 1971**

**December 12-17, 1971**

**March 26-31, 1972**

The conference fee is \$450 and covers tuition, reading materials, and related educational costs. Excluded are American Plan hotel costs and travel to and from the conference location. Government nominees should be in Grades GS-16 to GS-18 or equivalent. GS-15's will be considered on an exception basis.

### SAMPLE PROGRAM:

#### Conference for Science Executives on National Science Policy

*December 6-11, 1970*

#### Conference Philosophy and Theme

A. Eric Bubeck  
*The Brookings Institution*

#### Government in a Free Society: Liberty and Order: Social Unrest

Harold W. Chase  
*Professor of Political Science  
University of Minnesota*

#### Prospects for the Survival of Man

John Platt  
*Professor of Physics  
University of Michigan*

#### Science, Technology and Social Institutions

Emmanuel G. Mesthene  
*Director, Program on Technology and Society  
Harvard University*

#### Government-Business-Universities and Science and Technology; Education of Scientists and Science Executives

J. Herbert Hollomon  
*Consultant to the President  
Massachusetts Institute of Technology*

#### Science and the Press; Impact of Science on Society; Making Technology Understandable

Judith E. Randal  
*Science Writer  
The Washington Star*  
Daniel S. Greenberg  
*News Editor  
Science*

#### National R and D (Aerospace) Policy

Alfred J. Eggers, Jr.  
*Assistant Administrator for Policy  
National Aeronautics and Space Administration*

#### Exponential Growth, Big Science and a Saturated Economy

Derek deSolla Price  
*Avalon Professor of the History of Science and Medicine  
Yale University*

#### The Making and Coordination of National Science Policy

Robert Barlow  
*Special Assistant to the Director  
Office of Science and Technology*  
Hugh F. Loweth  
*Assistant Chief for General Science  
Office of Management and Budget*

#### Technology, Labor Trends, and Public Policy

Gus Tyler  
*Assistant President  
International Ladies' Garment Workers' Union*

#### The Environmental Crisis

William E. Cooper  
*Professor of Zoology  
Michigan State University*

CPYRGHT

The Brookings Institution is a nonprofit organization devoted to research, education, and publication in economics, government, foreign policy, and the social sciences generally. In its research its role is that of independent analyst and critic, committed to publishing its findings for the information of the public. In its conferences and other activities, it serves as a bridge between scholarship and public policy, bringing new knowledge to the attention of decision makers and affording scholars a better insight into policy issues.

The Institution was incorporated in 1927 to merge the activities of three antecedent organizations: the Institute for Government Research, founded in 1916; the Institute of Economics, established in 1922; and the Robert Brookings Graduate School of Economics and Government, organized in 1924. The consolidated institution was named in honor of Robert Somers Brookings, a St. Louis businessman whose leadership shaped the earlier organizations.

Activities are carried out through three research programs (Economic Studies, Governmental Studies, and Foreign Policy Studies), a Social Science Computation Center, a Publications Program, and the Advanced Study Program.

Douglas Dillon Chairman, Board of Trustees  
Kermit Gordon President

Approved For Release 2000/08/04 : CIA-RDP78-04202A000200200012-8

**Seminars on Business  
and Public Policy**

Two-day review or "refresher" seminars limited to senior government executives who have attended a Brookings Conference on Business Operations provide executives with an opportunity for further understanding of many current aspects of management and the challenges of the environment in which business and government operate. Key current topics or problem areas are selected for off-the-record discussion, utilizing a reading program and businessmen as resource persons.

Separate announcements of these seminars are sent to past participants and to sponsoring agencies and departments. Seminars on Business and Public Policy are planned for **October 20-21, 1971** and **May 17-18, 1972**. The Seminar fee is \$200, and covers tuition, reading materials, group meals, and related educational costs, excluding lodging and travel to and from the conference location (to be announced).

**Seminars on Selected  
Public Policy Issues**

Three-day policy seminars are held for federal executives who have previously participated in a Brookings educational program. Seminars afford these executives with opportunities to update their knowledge of major public policy issues through in-depth analyses of several current issues in economic, domestic, and international policy. Specific topics for each seminar differ as national events change the focus of importance. Discussion sessions with key government officials, academicians, and leaders in private life are scheduled from Tuesday dinner through Friday luncheon. Participation in each seminar is limited to 25-30 persons.

Seminar dates are **November 2-5, 1971** and **May 2-5, 1972**. The seminar fee is \$350 and includes tuition, reading materials, and related educational costs, excluding American Plan hotel costs. Seminars will be held at residential conference centers in Maryland or Virginia.

**Federal Executive  
Fellowships**

The Federal Executive Fellowship Program provides opportunities for federal executives to engage in independent study and research in fields related to Brookings research activities—economics, government and foreign policy. Up to ten fellowships may be awarded annually to senior men and women in the career civil service. The length of each Fellowship is determined by the candidate, the sponsoring agency, and Brookings, based on the nature and scope of the proposed project. The Institution provides each Fellow with office space, local telephone service, limited secretarial assistance, library, dining room, conference and seminar facilities, and assistance from the Brookings professional staff.

The basic purposes of the program are to increase the knowledge, proficiency, and skill of senior civil servants and to permit them to make a research contribution in their field. Federal agencies are expected to pay the salaries of executives during the Fellowship period.

## Joint Conferences for Specialists from Business and Government

Joint Conferences focus on public policy issues in selected professional disciplines and include participants from business, the federal government and, on occasion, from state or local governments. Each Joint Conference provides a neutral forum and educational setting in which problems and issues may be more clearly defined and alternative solutions explored. Joint Conferences are scheduled as follows:

### Issues in Environmental Law: October 17-22, 1971

for government and business counsels or executives with environmental responsibilities

### Public Policy Processes and Urban Issues:

#### (I) January 16-19, 1972

for federal officials in urban-related organizations, corporate officials responsible for urban affairs, and state and city officials

### Selected Issues in Financial Management and Accounting: November 14-17, 1971

for financial officials of the federal government, corporations, and professional accounting firms

### Issues in Public Law:

#### February 6-11, 1972

for federal department or agency counsels and corporation counsels

The fee for the Joint Conferences on Issues in Environmental Law and Issues in Public Law is \$450; the fee for the other Joint Conferences is \$350. Fees include tuition, reading materials, and related educational costs, excluding American Plan hotel costs. Government nominees should be in grades GS-16 to GS-18, or equivalent, and in positions related to the subject matter of the Joint Conference for which nominated.

Joint Conferences will be held at residential conference centers in Maryland or Virginia.

### SAMPLE PROGRAM:

#### Joint Conference on Public Law

January 17-22, 1971  
(Partial Listing)

#### Current Issues of Public Law— an Overview

Louis H. Pollak  
Professor of Law  
Yale Law School

#### Improving the Efficiency of the Courts

Gerhard A. Gesell  
Judge of the U.S. District Court  
District of Columbia

#### Issues and Trends in Antitrust

Baddia J. Rashid  
Director of Operations,  
Antitrust Division  
Department of Justice  
Robert B. Hummel  
Deputy Director of Operations  
Antitrust Division  
Department of Justice

#### Legal Implications of Consumer Protection

Lewis A. Engman  
General Counsel  
President's Committee on  
Consumer Interests  
Winston Pickett  
Associate General Counsel  
The General Electric Company

#### Local Protection for the Consumer: The New York City Story

Henry J. Stern  
First Deputy Commissioner  
New York City Department of  
Consumer Affairs

#### The Changing Role of the GAO

Elmer B. Staats  
Comptroller General of the  
United States

#### Role of the General Counsel in Government and Business

Spencer M. Beresford  
General Counsel  
National Aeronautics and Space  
Administration  
John B. Stoddart, Jr.  
Senior Vice President and  
General Counsel  
Prudential Insurance Company

#### Congressional Committee Counsels and the Development of Public Law

Michael Pertschuk  
Chief Counsel  
Senate Commerce Committee

#### Campus Codes of Conduct and the Law

William Van Alstyne  
Professor of Law  
Duke University

#### The Supreme Court and Trends in Public Law

Alexander M. Bickel  
Chancellor Kent Professor of Law  
and Legal History  
Yale Law School

#### The Lawyer in Washington

Lloyd N. Cutler  
Wilmer, Cutler and Pickering

### SAMPLE PROGRAM:

#### Joint Conference on Financial Management and Accounting October 19-22, 1970

#### Trends and Problems in Professional Accounting

Leonard Spacek  
Senior Partner  
Arthur Andersen & Co.

#### Impact of Regulatory Commissions

Arthur L. Litke  
Chief, Office of Accounting and  
Finance  
Federal Power Commission  
Andrew Barr  
Chief Accountant  
Securities and Exchange Commission

#### Uniform Cost Accounting Standards

Robert N. Anthony  
Harvard University Graduate School  
of Business Administration  
Howard W. Wright  
College of Business and Public  
Administration  
University of Maryland

#### Role of the Accounting Principles Board

Glenn A. Welsch  
Carman G. Blough Professor of  
Accounting (visiting)  
University of Virginia

#### Issues in the Environment

David F. Linowes  
National Partner  
Laventhol, Krekstein, Horwath &  
Horwath

#### Research in Accounting

Lee J. Seidler  
Graduate School of Business  
Administration  
New York University

#### Responsibilities of Professional Accountants

Karney A. Brasfield  
Partner  
Touche Ross & Co.

#### Independence, Uniformity, and Liability

L. William Seidman  
Seidman & Seidman

#### Training for Professional Accountants

F. Virgil Boyd  
Dean  
School of Business Administration  
Loyola University (Chicago)

#### Accrual Accounting in the Federal Government

Daniel J. Borth  
Associate Director, Defense Division  
U.S. General Accounting Office  
Carl W. Tiller  
Special Adviser  
on Budgetary Development  
Office of Management and Budget

#### Government-Wide Information Systems

Robert L. Chartrand  
Information Sciences Specialist  
Legislative Reference Service  
Library of Congress

### SAMPLE PROGRAM:

#### Joint Conference on Urban Issues January 24-29, 1971

#### Adequacy of the American Governmental System

Harold W. Chase  
Professor of Political Science  
University of Minnesota

#### Governmental Organization and Intergovernmental Relations

Guthrie S. Birkhead  
Director  
Metropolitan Studies Program  
The Maxwell Graduate School of  
Citizenship and Public Affairs  
Syracuse University

#### Financing Metropolitan Government

Dick Netzer  
Dean  
Graduate School of Public  
Administration  
New York University

#### Transportation and the City

Wilfred Owen  
The Brookings Institution

#### New Ways of Thinking About Urban Growth and Change

Leo Molinaro  
President  
The American City Corporation  
Columbia, Maryland

#### Perspectives on Housing Regulation

Spencer D. Parratt  
Professor of Political Science  
The Maxwell Graduate School of  
Citizenship and Public Affairs  
Syracuse University

#### Urban Geography in Two Decades

Brian J. L. Berry  
Professor of Geography  
University of Chicago

#### The Delivery of Health Services

James W. Colbert, Jr., M.D.  
Vice President for Academic Affairs  
Medical University of South Carolina

#### Poverty, Unemployment and Welfare

Howard Cohen  
Deputy Assistant Secretary  
Department of Health, Education and  
Welfare

#### Law and Justice in an Urban Society

J. Woodford Howard, Jr.  
Professor of Political Science  
The Johns Hopkins University